PROPOSAL EVALUATION WORKSHEET (INDIVIDUAL)

EVALUATION FACTOR: INFORMATION TECHNOLOGY SERVICES PLAN (RATED)

PROPOSER: MBCR

DATE: 9/6/2013

OVERALL RATING: A

NARRATIVE SUMMARY: Although there are many generalities in certain sections this plan contains many good ideas and meets the vast majority of our requirements. There are risks and a few missing items. The risks are mainly execution of deeper understanding of complex requirements, for example PCI-DSS 2.0. Change management in the existing IT function will be required to achieve the stated objectives. Also, Information Security is a fast moving challenge and there were no advanced techniques mentioned. Possibly the hosting partner will assist in that area. The EAM plan is ambitious and complete. Again, cost and execution are tremendous risks. If all stated goals are achieved this IT plan would certainly make MBCR a better service and the EAM would greatly improve the SGR.

Objective:

The following are the objectives for the Information Technology Service Plan evaluation factor:

1) To identify Proposers that demonstrate ability to operate a professional information technology (IT) organization that follows and complies with industry best practices, uses metrics to monitor and improve performance, and successfully operates, maintains, and upgrades the full suite of IT systems and elements needed for delivery of the Commuter Rail Operating Agreement services and the Commuter Rail IT Environment;

2) To identify Proposers with experience complying with standards and best practices including PCI-DSS (Payment Card Industry-Data Security Standard);

3) To identify Proposers with a proven approach to sharing data and system access with customer/agency management in a timely fashion to support contract oversight and planning functions; and

4) To identify Proposers with a high level of ability (i) assessing and managing risks within a complex IT organization involving legacy components and new technology, and (ii) finding creative solutions to ensure efficient and uninterrupted

operations.

Evaluation Criteria:

The Proposer has demonstrated the ability to develop, implement, operate, maintain and upgrade an IT organization and related systems and elements, all in compliance with industry best practices. The Proposer has demonstrated its experience in complying with various best practices including, but not limited to, PCI-DSS. Furthermore, the Proposer has demonstrated reliable approaches to ensuring full data and system access with agency management to ensure proper oversight and monitoring, as well as the ability to ensure efficient and interrupted operations consisting of both legacy systems and new technology.

Instructions:

Evaluators must rate each requirement outlined in the table below as one of the following: (i) Exceptional; (ii) Good; (iii) Acceptable; (iv) Potential to Become Acceptable; or (v) Unacceptable. Please note the following explanations when rating each requirement:

1) A rating of Exceptional is appropriate when the Proposer has demonstrated an approach that is considered to significantly exceed stated criteria in a way that is beneficial to the MBTA. This rating indicates a consistently outstanding level of quality, with very little or no risk that this Proposer would fail to meet the requirements of the solicitation. There are no weaknesses.

2) A rating of Good is appropriate when the Proposer has demonstrated an approach that is considered to exceed stated criteria. This rating indicates a generally better than acceptable quality, with little risk that this Proposer would fail to meet the requirements of the solicitation. Weaknesses, if any, are very minor. Correction of the weaknesses would not be necessary before the Proposal would be considered further.

3) A rating of Acceptable is appropriate if the Proposer has demonstrated an approach that is considered to meet the stated criteria. This rating indicates an acceptable level of quality. The Proposal demonstrates a reasonable probability of success. Weaknesses exist but can be readily corrected through requests for Clarification or Communications.

4) A rating of Potential to Become Acceptable is appropriate if the Proposer has demonstrated an approach that fails to meet stated criteria as there are weaknesses, but they are susceptible to correction through Discussions. The response is considered marginal in terms of the basic content and/or amount of information provided for evaluation, but overall the Proposer is capable of providing an acceptable or better Proposal.

5) A rating of Unacceptable is appropriate if the Proposer has demonstrated an approach that indicates significant weaknesses and/or unacceptable quality. The Proposal fails to meet the stated criteria and/or lacks essential information and is conflicting and/or unproductive. There is no reasonable likelihood of success; weaknesses are so major and/or extensive that a major revision to the Proposal would be necessary.

Ratings for each requirement must be recorded in the associated Rating column, and a detailed explanation of why a particular rating was given to a requirement must be recorded in the associated Comments/Justification for Rating column. The Appendix B Section column identifies relevant sections of Appendix B (Operations and Management Proposal Instructions) to the Instructions to Proposers.

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
1.	B10.2(A)	The Proposer shall provide an Information Technology Services Plan that describes in detail the Proposer's approach to providing the IT services described in the Contract including, but not limited to, Schedule 3.16 (Information Technology Requirements) of the Commuter Rail Operating Agreement. Elements of that Plan shall include, but not be limited to, proposed approaches to the following: 1. Delivering application and data interfaces; 2. Maintaining source code escrow; 3. Sustaining and/or transitioning the existing IT environment during mobilization; 4. Replacing and upgrading IT systems to keep the same in a state of good repair; 5. Tracking and escalating issues; 6. Understanding and utilizing new technologies such as RFID (radio frequency identification);	**(iii) A**	**1. In section 9.A.1 the proposal describes general best practices for developing software. It discusses the processes MBCR will utilize and they are good. It does not discuss or demonstrate the requirements in Section 3.16.5. The interfaces of MBCR applications with MBTA RRO applications are essential to the operation of the RR. Expected that to be described the Agile and Waterfall methods described are generic although there are examples of MBCR using them in the past.** **2. The escrow response is surprising as there is typically a third party involved that provides storage and validation services. The proposed escrow method allows MBTA ongoing and immediate access to the source code and that is a plus. There is an implication that someone at the MBTA would have the appropriate knowledge and skill to understand the source code. This is a risk for the MBTA.** **3. Overall the plan to outsource data centers is one of the most innovative and appropriate ideas in the IT section. This allows compliance to improve and as long as the policies are implemented properly the project should be successful and achieve the objectives put forward. There will be costs associated with this change and the transition must be managed to avoid downtime. There is not much detail on supporting the mobilization of a new contractor. The hardware replacement section is a**

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Requirement No.	Appendix B Section	Requirement	Rating	Comments/Justification for Rating
		7. Documenting the IT environment; 8. Managing an IT organization and staff; 9. Conducting regular reviews and meetings with the MBTA; 10. Complying with MBTA and other applicable standards; 11. Applying sound change management, project management, and configuration management practices; 12. Operating an IT service center and responding to and repairing reported problems; 13. Performing root cause analyses; 14. Developing and implementing IT asset lifecycle plans; 15. Implementing a quality assurance program; 16. Performing monitoring and reporting		**risk as it is likely that the Managed Hosting service provider will insist on new equipment or providing their own. The commitment to use the digital repository for all the components is on specification.** **4. This response is void of details and although it seems reasonable there is no demonstrated ability or track record shared to support the claims. It expresses best practices without evidence.** **5. This is a very detailed expression of how they will handle the Issue Tracking Portal. The plan is acceptable. There are many custom interfaces. It is not clear if Corporate IT Solutions is managing the system. Mixing IT issues with other units is unusual. I would have expected a cloud offering like Service Now for ITIL compliance and all IT service functions.** **6. There are sufficient details and specific examples of how MBCR does and will leverage technology and there parent relationships position them well to learn from other properties. They have showed a lot of innovation as part of the mTicketing success.** **7. The PCI Documentation section is a concern. The proposer will be "doing business as" the MBTA from our payment processor view. They are an extension of our compliance and they need to be compliant every day, provide documentation to our Security team on demand and must perform monthly scans, although they need only file them quarterly. This section can be improved and our**

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		of performance of IT functions and complying with service level agreements; 17. Providing appropriate and timely access to MBTA to Operator IT staff and systems; and 18. Negotiating and managing contracts with IT suppliers responsibly and by seeking the best value at all times.		**merchant status is a critical issue. There is no mention of the future issues around credit and debit payments. This is surprising I would expect EMV to be mentioned and other relevant merchant issues concerning compliance.** **8. Overall this is acceptable and it is odd to assign a position to both innovation and security. These tend to be at odds.** **9. Well defined and aligned with our requirements. The risk is MBTA capacity to participate and add value.** **10. This needs to be more specific around PCI compliance and the checks and balances around separation of duties required by the FTA. It may be difficult to achieve appropriate separation of duties in such a small IT environment. QA function could have been noted in this section as part of the process.** **11. This is very detailed and well documented. Risk: Achieving the level of maturity as an organization to leverage such a complex and demanding process will be difficult if it is not already in place.** **12. Meets some demanding requirements. We should inform bidders we are likely to be migrating to SalesForce from Heat in the near future. This is being outsourced and is highly integrated.** **13. Meets all requirements.** **14. The section on lifecycle is very extensive and thorough. The risk is that it is over simplified.**

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				Lifecycle management must include issues that are beyond the control of the IT department. There is some demonstration that some scenarios vary. It does not delve into the real world complications of legacy systems. Operating Systems, computers and applications have a variety of compatibility challenges that sometimes require major efforts to overcome. If you have an older application that was designed for a certain operating system, you may be stuck with that computer platform and operating system long after any standard lifecycle. That is a big gap in this process and set of technical specifications. In theory it works, in practice, it could be very difficult to execute. 15. Very generic language and this could apply to any IT organization. Meets the requirement but could use a roadmap about how they would get this in place and working effectively. 16. Meets the requirement and is detailed. 17. Meets requirement. Would have liked more detail on user authentication and security across MBCR and the MBTA. Might be on us to provide that detail, not sure. 18. Does not state any specific goals around DBE. Will be a challenge to meet all FTA requirements. Contradiction about use of Commonwealth contracts as FTA does not allow use of such. 19. EAM: Very large project to undertake. Did not include detailed enough schedule to understand the

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				risk being taken on. The governance and other management items are spot on. This could be a huge improvement for Commuter Rail and it is all about execution. A significant change management program would be required to achieve the goals stated and the investment required. **20. They are signing up for significant efforts to achieve these standards and comply. The partnership on hosting and service desk should help. The bar is set high.**
2.	B10.2(B)	The Proposer shall: (i) identify those portions of the information that it provided in response to B9.2(A)(1) – (18) of Appendix B that it considers to be innovative, best practice, beneficial to MBTA Customers and/or cost efficient, and (ii) submit information supporting or otherwise validating its position that said portions are innovative, best practice, beneficial to MBTA Customers and/or cost efficient.	(ii) G	**There are nine items listed in this section. The Data Center and Call Center outsourcing make sense and are very good ideas. This should allow IT staff to concentrate on the other seven items, some of which are very heavy lifts. ITIL and PMI are difficult to achieve, the Lifecycle management will require resources and discipline, the rest seem lower risk and are all very reasonable ideas.**

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10/30/2013